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Bob Crane

August 14, 1974

R. L. Peterson

Arnold Paper on Alternate Organizational Structures for HSAs

Thanks ever so much for sending me a copy of the subject paper which I understand Mary Arnold prepared for DCHP under a purchase order contract. I found it thought-provoking. Perhaps others will find it helpful as I did, helpful in better understanding what's involved, helpful in providing a conceptual framework for thinking about and addressing some salient issues and problems as they relate to HRP and the HSAs.

The paper served to highlight for me the interrelatedness of and possible "conflicts" among and between the major functions (i.e., planning, development, control) that local Health Systems Agencies would be required to engage by the pending IRP legislation. It also makes a strong case as to the importance of what I would call situational circumstances or factors. Not surprisingly, Arnold tentatively concludes that differences in functional emphases and situational factors may lead to quite different "plans" and planning approaches as well as organizational structures. Moreover, it reminds us that a great variety and range of skills and expertise beyond technically well-qualified planning types will be required by HSAs.

Because it is so thought-provoking and stimulating, and because it does provide a good conceptual framework for thinking about the organization and staffing of HSAs and other issues, I would hope that we can make some good use of it. It should be disseminated widely. Ms. Arnold should be encouraged to get it published, with appropriate revisions, in one of the journals. More immediately, I think we may be able to make good use of it in our September-October meetings with CHP, Hill-Burton and RMP representatives.

cc: Mr. Rubel Dr. Rorrie

Mr. Zwick



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